



*San Diego County  
Clerk of the Board of Supervisors  
2006 - 2007 Annual Report*

*Passion for Excellence*



**Mission:** “To provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region’s quality of life.”

**Guiding Principles:**

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve.
- Preserve and enhance the environment in San Diego County.
- Ensure the County’s fiscal stability through periods of economic fluctuations and changing priorities and service demands.
- Promote a culture that values our customers, employees, and partners, and institutionalizes continuous improvement and innovation.

**Vision:** “A County government that has earned the respect and support of its residents.”

**Strategic Initiatives:**

<p><b>KIDS</b></p> <p><i>“Improve opportunities for children.”</i></p>	<p><b>THE ENVIRONMENT</b></p> <p><i>“Manage resources to ensure environmental preservation, quality of life, and economic development.”</i></p>	<p><b>SAFE AND LIVABLE COMMUNITIES</b></p> <p><i>“Promote safe and livable communities.”</i></p>
<ol style="list-style-type: none"> <li>1. Encourage healthy behaviors that address children’s health issues to help ensure healthy adulthood.</li> <li>2. Provide quality care, representation, and supportive services for at-risk children to enable and encourage them to succeed.</li> <li>3. Promote and support family self-sufficiency.</li> <li>4. Engage youth and their families in enriching activities to help children reach their full potential.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and implement resource conservation programs.</li> <li>2. Develop and implement land use strategies to balance housing, open space preservation, infrastructure and economic development needs of County residents, taxpayers and businesses.</li> <li>3. Protect, sustain and restore the quality of water, air and habitat in the County.</li> <li>4. Reduce environmental risk through education, outreach, regulation, intergovernmental collaboration, and leveraging public and private resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve emergency preparedness, response and recovery and mitigation capabilities for both natural and man-made disasters.</li> <li>2. Improve the safety of our communities by providing intervention and prevention services, quality investigations, responsive law enforcement and legal representation, as well as secure supervision and detention services.</li> <li>3. Promote the health, well being, and self sufficiency of adults and seniors.</li> <li>4. Develop and support services, programs, and initiatives that enrich our residents’ quality of life.</li> </ol>

**Required Disciplines:**

To sustain operational excellence and serve as key enablers of the Strategic Initiatives

- |                         |   |                               |
|-------------------------|---|-------------------------------|
| ✓ Fiscal Stability      | ✓ Skilled, Competent, Diverse Workforce | ✓ Accountability/Transparency |
| ✓ Customer Satisfaction | ✓ Essential Infrastructure              | ✓ Continuous Improvement      |
| ✓ Regional Leadership   |   | ✓ Information Technology      |

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Cover art work from a series entitled, "Cedar Fire Series #23" is used with the permission of local San Diego artist, Henry Parker.



**The Clerk of the Board of Supervisors Department is committed to provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.**



### **Aspirations of Our Team:**

**Works toward a common goal \* Develops its members' skills \* Efficiently uses its time and talents \* Embraces the diversity of its members \* Is committed to continuous improvement \* Builds morale internally \* Performs effectively and produces results \* Accepts praise and criticism \* Cooperates rather than competes \* Maintains a positive attitude toward everyone's ideas \* Stays on task \* Uses resources wisely \* Communicates openly \* Teaches and learns from one another \* Resolves conflicts effectively \* Welcomes challenges \* Shares pride in its accomplishments \* Celebrates successes!**



**THOMAS J. PASTUSZKA, CMC, CCB**  
EXECUTIVE OFFICER/CLERK

# County of San Diego

CLERK OF THE BOARD OF SUPERVISORS

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**There is a saying that “those who live passionately teach us how to love. Those who love passionately teach us how to live.” One of the values we all share in the Clerk of the Board department is a passion for excellent service. Our staff love what they do, and it shows in their commitment to our mission.**

**We are passionate about the democratic process and committed to its principles. We are passionate about maintaining healthy professional relationships within our office and with our customers. We are passionate about staff training and development, demonstrated by our award-winning New Employee Training and Orientation program. We are passionate about performing our tasks efficiently, investing in technology and streamlining procedures to focus on meeting customers’ needs in the most economical manner possible. We are passionate about conserving our natural resources, demonstrated by effective initiatives which have significantly reduced electrical, natural gas and water usage at the County Administration Center. We are passionate about service to the community, demonstrated by the involvement of staff in County organizations as well as civic and community projects.**

**Throughout this report, you will see the achievements made by the Clerk of the Board team. These achievements reflect the passion for excellence of our team members, as well as the love of providing outstanding service as reflected in the consistently excellent ratings we receive in customer surveys.**

**It is a privilege to serve as the Clerk of the Board and to be part of such an outstanding team. I am pleased to share this report which lists our accomplishments as well as our goals for the future.**

**Thomas J. Pastuszka**  
**Executive Officer/Clerk of the Board of Supervisors**





**Greg Cox**  
Supervisor  
District One



**Dianne Jacob**  
Supervisor  
District Two



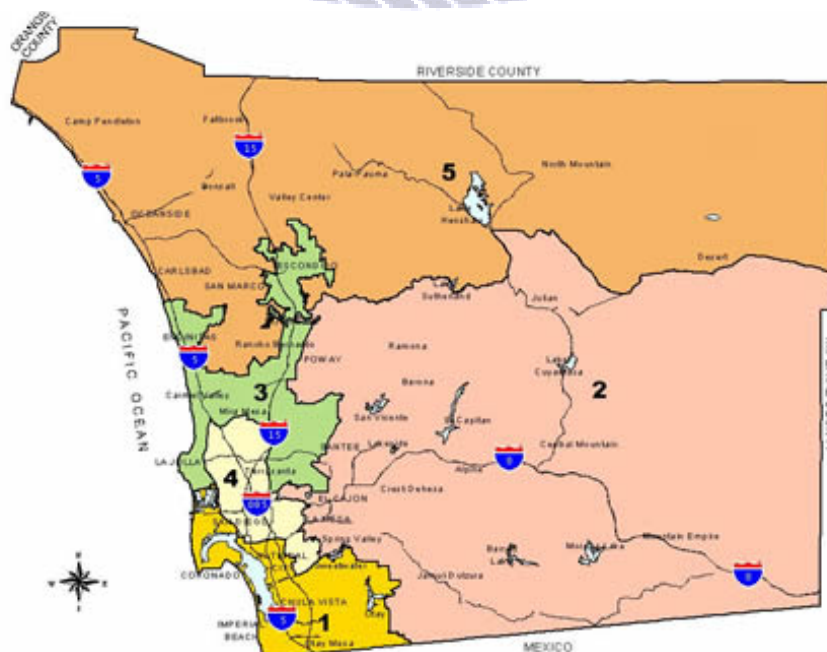
**Pam Slater-Price**  
Supervisor  
District Three



**Ron Roberts**  
Supervisor  
District Four



**Bill Horn**  
Supervisor  
District Five

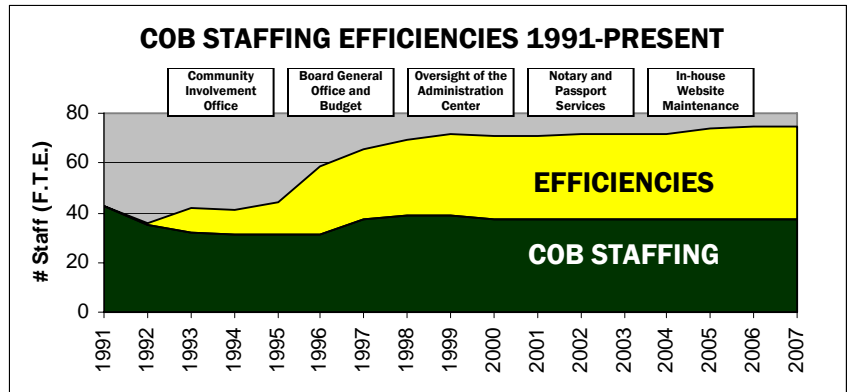


## CONSISTENTLY EXCELLENT SERVICE DELIVERY

The manner in which Clerk of the Board Department operates today is the result of a continuous effort in pursuit of consistently excellent service delivered in an efficient manner. An evaluation of staffing requirements, service delivery timeframes, and customer survey results illustrates how we do our work cheaper, faster and better. By focusing on the use of technology and the streamlining of operations to create efficiencies, the department has managed to consistently deliver more results using fewer resources.

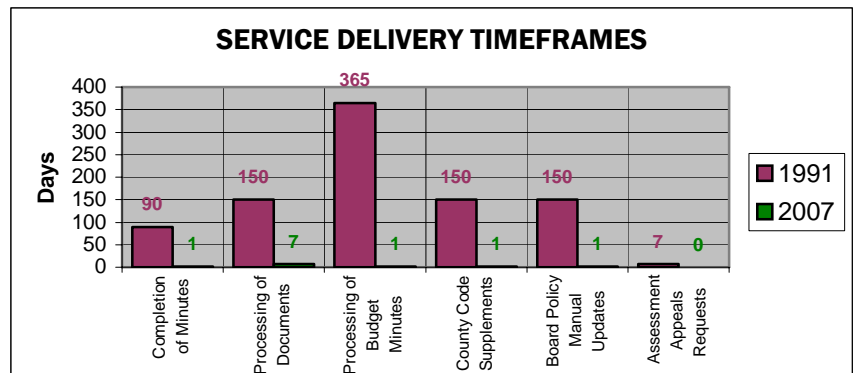
### Staffing Efficiencies

In 1991, there were 42.39 staff in nine programs. Since then, a number of tasks have been transferred to the Clerk of the Board from other departments, and several major new initiatives have been undertaken. The tasks transferred and new initiatives would have brought the staffing to 74. Despite that, the department operates today with 37 people in 4 programs, fewer staff than in 1991.



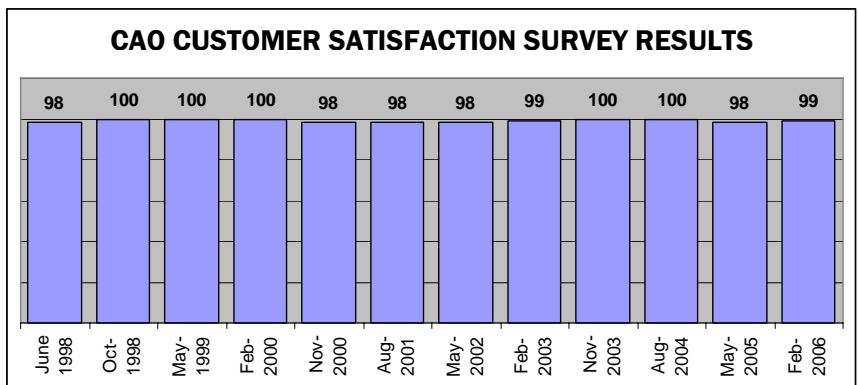
### Process Improvements

The department's pursuit of efficiencies has resulted in a substantial reduction in the timeframes required to deliver the products and services we provide. We have achieved many of these dramatic improvements through the use of automation to replace what were once manual and labor-intensive activities, as well as streamlining procedures while maintaining excellent quality review.



### Customer Satisfaction

Our quest for consistently excellent service has been borne out by the CAO's customer satisfaction reports. The Clerk of the Board is continually rated among the highest departments in the county. The office has also received over 14,017 internal customer survey cards since 1991, providing us with the highest ratings in the areas of helpfulness, courtesy and professional knowledge.



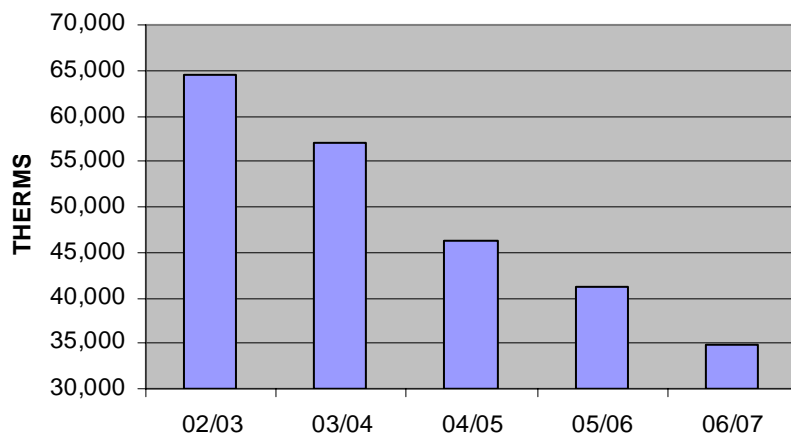
Through a focus on our mission, customer service and emphasizing staff participation, the department has consistently delivered more results using fewer resources. We have automated all areas of the department, utilized new technology and streamlined procedures. We have created new job classifications which focus on work teams and provide a career ladder for employees in the department. We believe that excellence results from a never-ending commitment to improvement. This commitment is evidenced by our ability to do things cheaper, faster and better with an assurance of quality.

# PASSION FOR

In January 1996, the Board appointed the Clerk of the Board to be Administrator of the County Administration Center (CAC). Since that time, we have spearheaded efforts to improve the safety and beauty of this historic facility, while developing a culture that focuses on conserving limited resources.

A major focus of the Facilities Services program over the past eight years has been to reduce the operating costs of the County Administration Center through energy conservation and equipment modification. Efforts such as installing motion detectors in meeting rooms to turn off the lights when they are not in use, reducing hours of operation of the nightlights and fountains, use of energy-efficient mechanical systems (HVAC), and replacing light fixtures with more high-efficient lighting systems, have resulted in a reduction in the use of electricity in each of the past eight years.

CAC GAS USAGE



Equipment modifications in public restrooms have resulted in a reduction of water usage and limiting the hours during which boilers are in operation has resulted in a reduction of natural gas usage by over 20%.

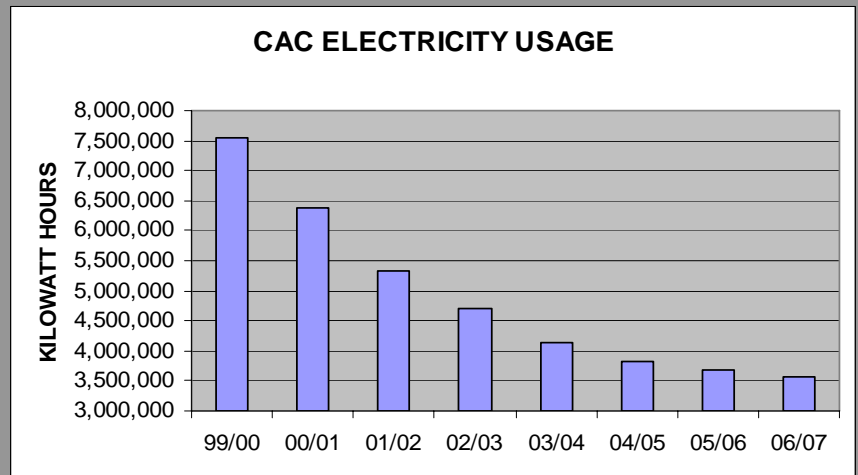
The Clerk of the Board's Facility Services program has integrated conservation practices into our existing processes of preventive maintenance, handling trouble tickets, and project development. As equipment comes due for maintenance and when trouble tickets are called in, out-dated





# CONSERVATION

and faulty parts are replaced with more energy-efficient devices that drive down the use of limited resources while providing no deterioration in the quality or quantity of output. Improvement projects are developed with the preservation of resources as part of the planning process. The result is a continuous improvement in the efficiency with which the County Administration Center consumes energy.



We have continued our commitment to conserving limited resources this year by decreasing the water required for landscaping by introducing the use of water-retaining and environmentally friendly compost around the trees and planters at the County Administration Center. Additionally, we have reduced expenditures for gardening equipment and infestation control by developing and implementing gardening equipment preventive maintenance and by developing and utilizing a year-round plan and schedule for seasonal planting and insect control.

We look forward to continuing our efforts to conserve limited resources in the years ahead. In 2007/08 we will increase the use of drought-tolerant plants and materials in County Administration Center landscapes and gardens. We will continue to closely monitor the use of electricity and gas at the administration center, focusing on conservation strategies. We are proud to do our part to be responsible stewards of the environment.



# PASSION FOR

The Clerk of the Board is committed to continuous improvement through innovation. This year we have continued to automate and streamline processes in order to perform our responsibilities more efficiently and deliver the services our customers care about more quickly.

## INTERNET CONTENT

Focusing on the content of our Internet site has resulted in the ready availability of meaningful information for our customers, and reliance on the Internet as a vehicle for our document delivery has enabled us to operate with a lean and productive workforce.

The staff of the Clerk of the Board's Legislative Services program engaged in an effort to improve and enhance the content of the Internet. Scanners which had been used for property tax assessment appeals were employed to scan back-up material and add it to the Internet. An investigation of digital recording software was undertaken and a number of software applications were tested. Eventually SonicClear was selected and employed to replace cassette tape recording and allow a link to digital audio records to be placed on the Internet. County employees and the public simply click a link located next to the desired meeting date and the recording of the meeting plays from their desktop.

This process has led to the enhancement of the Internet, improvement in service delivery and a reduction in the staff time required to deliver these

materials. The efficiencies created by this process have allowed our staff to reduce the timeframes required to process the contracts, Ordinances, and various other documents related to Board meetings. The use of new technologies and procedural changes have also allowed us to move resources to the front lines to provide direct customer assistance in the diverse array of services we provide to the community such as passport application acceptance, and notary public service.

In the coming year, website users will be able to select a link from the Statement of Proceedings to view a video of the meeting, further enhancing the content of the site and the delivery of services to the citizens of San Diego.

## INVENTORY MANAGEMENT

Board Policy A-38 makes the Clerk of the Board responsible for the tracking and control of the fixed assets and minor equipment in the Board of Supervisors' offices. Up until now, this task had been completed without the use of modern equipment and the data had been maintained within Word documents.



# INNOVATION

An opportunity was seen to use bar codes and hand-held scanners that feed data into a modern database to automate the process. Our needs were identified and vendors were evaluated. Wasp Technologies' MobileAsset software and Symbol Palm Scanner were purchased in September, 2006.

Use of the MobileAsset inventory system has improved the accuracy of our data and allowed the inclusion of photographs of equipment in the database. The time required to conduct an inventory is greatly reduced, and ensures an accurate and complete inventory during any office transition.

## ADDITIONAL 2006-2007 ACCOMPLISHMENTS

- Procured and installed into Board Chambers a state-of-the-art touch-screen voting system carrying CTN feed and integrating "next to speak" system.
- Made greater use of electronic communications, reducing hard copy distribution costs of such items as Ordinances, Resolutions, Form 700 notifications, etc.

- Established a modern, user-friendly database for the tracking and reporting of our internal customer survey cards.

## 2007-2008 GOALS

The Clerk of the Board has been engaged in a process to replace the CyberDocs Document Management System with Documentum. The project has been budgeted, a vendor was selected and a detailed project design completed. We expect to go live with the new system during the 2007-2008 fiscal year.

We will automate our Notary Public process to make it more secure with the implementation of electronic Notary journals which capture pictures of Notary customers along with images of their thumbprints and signature.

Next year our assessment appeals system will be replaced with the new Integrated Property Tax System and we will focus on improving our appeal process to create greater efficiencies. We will enhance Internet content and transition our web pages to a new format. We are also pursuing an application to make the Boards, Commissions and Committee process more user-friendly and efficient for the Board Offices and our staff.

In the coming years, we will continue our commitment to developing new and creative ways to create efficiencies and improve service delivery to our customers. We believe strongly that innovation plays a critical role in our ability to continuously improve the way we serve the citizens of San Diego.





# PASSION FOR CUSTOMER SERVICE

The Clerk of the Board's standard for customer satisfaction is consistently excellent service. This standard is reflected in our mission statement, it is conveyed to staff during our nationally recognized orientation and training program, it is renewed during our program retreats and it is reflected in the 2007 Employee Satisfaction Survey where 100% of respondents agreed that providing quality service is a priority in the department.

Our accomplishments in customer service this year include responding to new travel rules instituted by the Federal Government requiring increased use of U.S. Passports for travel to Mexico and Canada. This greatly increased the number of citizens who came to the Clerk of the Board to apply for a passport. In January 2007, more U.S. Passport applications were accepted than at any time since the inception of the program in 1999. In April 2007, a traditionally busy time for applications as travelers plan for summer, that number was exceeded once again. We are proud of the manner in which our staff has responded to the dramatic increase in demand.

In 2007, the Clerk of the Board of Supervisors re-issued CAC parking permits for the first time in ten years. Additionally, temporary parking permits were redesigned and the old permits invalidated. These actions are expected to decrease the need for security to focus on issuing tickets, allow for the enhancement of crime prevention and service to tenants and to the public, and increase the availability of parking to CAC tenants and the public.

Facilities Services implemented training on plumbing systems and began use of a mobile drain cleaning equipment supply. They took efforts to familiarize all maintenance personnel with the plumbing system's isolation valve locations and access to sewer clean-outs. The result has been an overall decrease in the average time required for flood trouble calls.

## 2006-2007 ACCOMPLISHMENTS

Encouraged and supported public participation in local government by celebrating County volunteers and making information about citizen advisory boards available to the public.

Maintained and increased 95% timely completion rate for County Administration Center preventive maintenance work orders.

Increased the number of internal customer survey cards returned while maintaining an average score of at least 4.9 out of 5.

Revised COB Policies/Procedures as appropriate to improve communication with departing staff with regard to their notary commission, passport acceptance agent status, deputy clerk status, and other vital information.

Assigned responsibility for maintenance of COB Internet pages to appropriate staff to increase accuracy of information provided to the public.

## 2007-2008 GOALS

Establish a comprehensive procedure manual to serve as a resource for Board of Supervisors Staff to include such details as staffing, meetings, boards and commissions, safety and security, resources, etc.

Develop template for appointments to citizen boards, committees and commissions and pursue automation to make the process simpler for the Board Offices and Clerk of the Board Staff.



# PASSION FOR PRESERVATION

Since 1996, when the Clerk of the Board was appointed to be Administrator of the historic County Administration Center, we have been focused on restoring "The Jewel on the Bay" to its former grandeur and maintaining the building in a superior manner for the enjoyment of the generations who will follow.

In 2006 - 2007, the Clerk of the Board continued our commitment to preserve and improve the County Administration Center (CAC) and its landscapes and gardens. This included CAC Conference Room Americans with Disabilities Act (ADA) upgrades and Renovations - Room 358 (South Board Chamber), Room 302/303, Rooms 03 and 04 (basement). Furniture was refreshed, rooms painted, carpet replaced, ventilation improved, audio equipment upgraded, window coverings replaced, and other improvements. In Room 302/303, a closet was added for the storage of extra chairs.

The exterior bronze around the doors and window panes at all the CAC entrances was restored to its original luster and floors in all common areas of the CAC were stripped clean and polished, brightening their appearance. Parking lot surface repairs were undertaken and common hallways and tower conference room walls were repainted. The CAC southeast flat roof area was repaired around existing drains and an elastomeric coating was applied over the entire roof surface.

The landscaping on the East Plaza was refurbished to improve the appearance of the CAC flora, the tiles around the west plaza fountain were refurbished, exterior metal railings around the building were replaced, and the partitions in all public restrooms were replaced.

We also took steps to revise the process through which construction projects are conducted at the CAC to incorporate facilities staff in the planning process and ensure quality control of work through more direct project oversight.

## 2007-2008 GOALS

Renovate heating, ventilation, and air conditioning (HVAC) serving the County Television Network control room.

Plan for HVAC upgrade to address issue from mechanical engineering survey.

Begin plan to convert abandoned computer room 051 into a new conference room/information technology training room.

Replace domestic hot water heater.

Re-grout washroom floors.

Americans with Disabilities Act (ADA) upgrades to hallway drinking fountains.

Renovate Conference Room 306A.

Renovate Conference Room 301.

Replace lighting and upgrade ventilation in shower rooms.

Reproduce historic heater grills in Rotunda Lobby.

Repair and paint exterior building surfaces as needed.

Replace ceiling lighting in Conference Room 402A.

Replace outdated air conditioning unit for computer room on the second floor south.

Refurbish the West Plaza/Guardian of Water to enhance the area and complete preventive maintenance measures.

Replace all sink faucets and janitorial closet sinks.

Repair several areas of the flat roofs, including the application of an elastomeric coating.

Refurbish common areas of Room 402 and CAC basement.



# PASSION FOR LEARNING

We recognize that human resources are the Clerk of the Board's primary assets and human resource development is a prime contributor to excellent customer service, organizational effectiveness and individual satisfaction and productivity. We strive to develop new programs and processes that can be used by our staff to achieve their professional development goals and work to continually improve those tools that exist.

This year we continued our nationally-recognized New Employee Training and Orientation program. The three-week program engages each member of the executive and management staff in helping new employees understand the role of county government and the history and mission of this department. Every member of the department has now completed this program.

We eagerly take advantage of development academies offered by the County. The Assistant Clerk and Chief Deputy have completed the Leadership Academy, every manager in the department has completed the Management Academy, every supervisor has completed Supervisory Academy and the department is well represented in each Administrative Support Academy.

In Facilities Services, staff members conduct regular training sessions for their peers in their respective area of expertise. We encourage managers and staff to mutually develop individual training plans using training and development guidelines that help to identify the classes that help team members become more effective in the department.

## 2006-2007 ACCOMPLISHMENTS

Designed and implemented a training course on basic accounting principles to include the cash drawer, petty cash and notary checks and balances.

Improved staff awareness of safety issues that affect them by ensuring that bi-monthly safety meetings are conducted and self-help safety training classes are made available.

All staff completed Respect in the Workplace Training.

Ensured that staff are familiar with the goals of the county and department by conducting monthly departmental updates on the status of all Quality First Plan goals and the financial status of the department.

All unclassified managers completed an ethical standards training course and demonstrated how it has been applied to their programs.

Established in-house payroll training sessions to improve the accuracy and efficiency with which staff record their time, request leave, submit their time cards, etc.

## 2007-2008 GOALS

Conduct Sexual Harassment Prevention Training for Supervisors to comply with mandated State of California requirements.

Improve departmental training resources, focusing on targeted program processes and personnel development throughout the department.

Conduct monthly departmental updates on the status of all Quality First Plan goals and the financial status of the department.

Schedule Facilities Services staff to attend task-related technical training.

Provide monthly departmental Work Safe Stay Healthy training to all employees and conduct a minimum of one comprehensive hazard identification review.

Create and implement a Biennial Review/Form 700 Filing Seminar for all Agency Officials to provide clear understanding of the role of all involved.





# SAFE AND LIVABLE COMMUNITIES

One of our primary goals is to provide a safe and secure environment for employees and members of the public who come to the Administration Center to attend meetings or conduct business. Our Facilities Services staff integrates an element of safety, both the safety of their staff and that of the public, into all of the procedures they use to maintain the CAC. This year the department has taken a number of directed efforts that contribute to San Diego's "safe and livable" communities.

## **CAC SECURITY**

Our security team is comprised of staff from the Sheriff's Department and contract security. These individuals are supported by our electronic security and surveillance systems, and in the event of an emergency situation, Clerk of the Board maintenance staff, Harbor Police, San Diego Police Department and the County Sheriff.

In addition to providing order and a presence, our security team is the first face many staff and visitors see when they come to this facility. We strive to ensure that each member of the team represents the County positively, and in the most ethical and legal manner.

This year we developed and implemented a training program, video and material for CAC deputies and security staff and conducted an inaugural training class for all Sheriff Deputies, Contract Security and Facilities staff at the CAC. We also improved our emergency communications ability by investing in telecommunications equipment that allows the Sheriff, Contract Security, Facilities Services and the Executive Office to communicate simultaneously.

## **EMERGENCY PLANNING**

Although the probability of a major disaster is remote, the consequences of an occurrence could be catastrophic both in terms of operational impact and public image. It is our intent to ensure we are ready to resume the mission-critical business activities that may be disrupted as a consequence of natural disaster or other emergency. Working with the Chief Administrative office, Emergency Services and the County Technology Office, the Clerk of the Board completed Contingency of Operations Plans for each of the five Board District Offices.

## **2007-2008 GOALS**

- Support the installation and management of the Law Enforcement Memorial including project management and construction, preparing the grounds and landscape, and ensuring the safety of the premises.
- Update and enhance emergency preparedness to include Site Emergency Response Plan, emergency communications and Contingency of Operations Plans for the Clerk of the Board and Board of Supervisors District Offices.
- Replace 30% of the sub-basement fire alarm smoke detectors with heat sensors.
- Replace old and low illuminating emergency exit lights.



## Executive Office

The Executive Office of the Clerk of the Board provides leadership for carrying out the Clerk of the Board Mission and is responsible for efficient and effective administration of the Clerk of the Board department and Board General Office operations. Provides direct support to the Board of Supervisors, Special Districts, City Selection Committee, and provides administration of Labor Relations Ordinance. Processes and tracks referrals of communications to the Board, Chief Administrative Officer, County departments, and agencies. Prepares and monitors the department and Board district budgets. Responsible for maintenance, security, grounds, landscaping, custodial services and space planning for the 18-acre County Administration Center (CAC) complex. Oversees the CAC Master Plan guiding general use plans for the historic County Administration Center. Manages over \$16 million of budgets and trust accounts.



**2007 Executive Office**

Cristina Carles, David Hall, Thomas Pastuszka, Glicerica Magpayo, Jim Browning

## Facilities Services

The Facilities Services program of the Clerk of the Board of Supervisors is responsible for maintaining the 18-acre property of the County of San Diego at the Embarcadero District of the City of San Diego. The complex houses the County Administration Building and the JB Askew Building with more than 360,600 square feet of public meeting rooms, office space, and a public health facility. It also includes 212,694 sq. ft of landscaped areas, a lath house, and two parking lots with a total of 1,100 spaces.

Facilities Services is responsible for maintaining and improving life-and-fire safety conditions of the facility; providing efficient operation of facility systems and equipment, effective management of CAC major maintenance projects, personnel and historical preservation of the building, sufficient availability of security and custodial services to tenants and public at the facility; and quick response to all types of equipment and personnel emergencies.



**2007 Facilities Services**

Carlos Hyche, Felipe Cunanan, John Young, Darnell Johnson, Sid Alvendia, Carlos Ruiz, Jose Gomez, Ariel De Jesus, James Parks, Ray Mahler

## Legislative Services

The Legislative Services program provides support services to the Board of Supervisors such as the preparation and distribution of agendas and statements of proceedings, processing of official documents and legal publications, administering the referral tracking system, and maintaining the Rules of Procedure, Board Policy Manual and the County Charter.

Legislative Services also administers the Property Tax Assessment Appeals process, which entails accepting appeals, scheduling hearings, coordinating appeals board member training, clerking hearings, and other support services.

Additional responsibilities include clerking and providing support to Air Pollution Control District Hearings; Administering the Labor Relations Ordinance; Providing assistance to those applying through the Community Enhancement application process; Providing support to the City Selection Committee and administrative assistance to County Hearing Officers.



**2007 Legislative Services**

Grace Andoh, Sarah Panfil, Leah Botin, Nancy Vizcarra, Marvice Mazyck, Teresa Zurita, Sara Brown, Kellie Kellogg, Cathy Santos





## PUBLIC SERVICES

The Public Services program serves as the first point of contact for members of the public when they visit our office. The program provides passport application acceptance and notary public services, sales of money orders and requests for official records. The program is responsible for scheduling County Administration Center (CAC) facility use and coordinating usage of CAC rooms. Public Services provides management oversight for the Board General Office and support to the District Offices.

Public Services plays a role in ensuring regulatory compliance and serving the community by notifying Groups of dates for Sunset review of County policies, ordinances, and codes; notifying citizen advisory boards of dates for Sunset review of their policies; ensuring public awareness of volunteer opportunities and of Lobbyists ordinances; highlighting the County's Volunteer Program and recognizing the contributions of participants; ensuring that financial statements are filed in accordance with regulations; providing development map services; overseeing the codification of the Regulatory and Administrative Codes.



**2007 Public Services**

Divina Francia, Melissa Tibayan, Lixya Preston de Silva, Diana Ortiz, Maria Tiscareño, Frank Galang, Maria Nepomuceño, Jocelyn Porter, Alex Fialho, Imee Mones

## BOARD GENERAL OFFICE

The Clerk of the Board serves as the Executive Officer of the Board in providing administrative support to, and management of, the Board General Office operations. The Board General Office supports the reception area for the Board, supports the Board Chair through the Chair's Assistant, and assists in the procurement of supplies to the Board Offices. The Clerk of the Board is also charged with providing budget/fiscal procedure support for Board District Offices, maintaining management reports for salary/benefits, services and supplies, fixed assets and special expenses to assist in developing budget proposals and tracking expenditures, and administering personnel matters related to the Board District Offices.



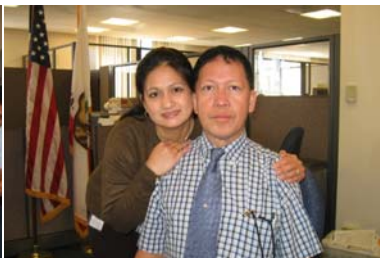
**Board General Office**

Maria Tiscareño

## MAJOR MAINTENANCE

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center. Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the historic building and grounds. In FY 99/00 and again in FY 00/01, the Board of Supervisors action creating a Countywide Deferred Major Maintenance Program supplemented this budget.

The mission of this program is to provide major maintenance services to common areas of the County Administration Center.





# SERVICE TO THE COMMUNITY

The staff of the Clerk of the Board are committed to the County of San Diego. This is demonstrated by their involvement in both county organizations as well as other civic and community projects.

This year one-third of our department volunteered and trained to be disaster recovery shelter workers, serving the community when their help is needed most.

Sara Burt organized the CAC blood drive for the second year running and coordinated “Daffodil Days” in the department, which benefits the Cancer Society. Cathy Santos organized the department’s activities in support of the March of Dimes, and Frank Galang served as coordinator of the department’s County Employees Charitable Organization. Sid Alvendia organized the annual “Tree of Hope” in the CAC lobby during the holidays, providing an opportunity for county staff and the public to make donations for ornaments, with all donations given to the youth of San Pasqual Academy. Staff of the department have also given generously to the United Way, the Leukemia and Lymphoma Society, the San Diego Council on Literacy, the Susan G. Komen Breast Cancer Foundation, the MS Walk, AIDS Walk San Diego, the Cystic Fibrosis Foundation, Elder Help of San Diego, and other charities.

## GENERAL MANAGEMENT SYSTEM

For nearly ten years, our County has used principles and procedures set forth in the General Management System, or GMS, to guide management and operational decisions. This system has served us well and helped us become one of the best-managed counties in the nation.

The Clerk of the Board has been using a departmental General Management System which links into the County’s GMS. The GMS has been, and will continue to be a key resource for our department. The principles of the GMS are central to the development of our QFP and OIP Goals, Operational Plans and program budgets.

On a semi-annual basis, the staff of the department participates in retreats to develop our Quality First goals, a key component of our Operational Plan. Engaging staff in goal development creates a sense of ownership and responsibility for the completion of our goals.

We monitor our progress toward the completion of our goals, and control our resources through the use of Managers’ Operational Reviews, or MOR’s. Key areas that are assessed include a financial review, program productivity reports, customer satisfaction measures, and risk mitigation.

We firmly believe that we can provide superior services if we set sound goals and apply strong management principles. Through the leadership and direction provided by the Executive Office, and the participation and contributions of every member of the Clerk of the Board Team, we will continue to utilize the General Management System to meet the challenges ahead of us with vigor.



	FY 2005 – 2006 Adopted	FY 2006 – 2007 Adopted	FY 2007 – 2008 Proposed
<b>CLERK OF THE BOARD</b>			
<b>Executive Office</b>			
Staffing	5.0	5.0	5.0
Budget	\$965,817	\$996,949	\$958,965
<b>Public Services</b>			
Staffing	11.0	11.0	11.0
Budget	\$861,740	\$882,599	\$953,029
<b>Facilities Services</b>			
Staffing	10.0	10.0	10.0
Budget	\$3,686,418	\$3,720,848	\$3,785,213
<b>Legislative Services</b>			
Staffing	11.0	11.0	11.0
Budget	\$932,279	\$948,858	\$1,006,518
<b>CLERK OF THE BOARD TOTAL</b>			
Staffing	37.0	37.0	37.0
Budget	\$6,446,254	\$6,549,254	\$6,703,725
<b>BOARD OF SUPERVISORS/GENERAL OFFICE</b>			
<b>District 1</b>			
Staffing	10.0	10.0	10.0
Budget	\$1,027,346	\$1,149,611	\$1,264,572
<b>District 2</b>			
Staffing	11.0	11.0	11.0
Budget	\$1,054,121	\$1,159,533	\$1,345,058
<b>District 3</b>			
Staffing	11.0	11.0	11.0
Budget	\$1,015,560	\$1,117,116	\$1,228,827
<b>District 4</b>			
Staffing	12.0	12.0	12.0
Budget	\$1,027,346	\$1,078,713	\$1,175,797
<b>District 5</b>			
Staffing	13.0	13.0	13.0
Budget	\$1,114,642	\$1,226,106	\$1,360,977
<b>General Office</b>			
Staffing	2.0	2.0	2.0
Budget	\$833,092	\$1,071,547	\$1,228,639
<b>BOARD OF SUPERVISORS TOTALS</b>			
Staffing	59.0	59.0	59.0
Budget	\$6,072,107	\$6,802,626	\$7,603,870
<b>COUNTY ADMINISTRATION CENTER MAJOR MAINTENANCE</b>			
<b>CAC Major Maintenance</b>			
Budget	\$834,949	\$1,595,000	\$1,643,000

**EXECUTIVE OFFICE**

Thomas J. Pastuszka  
James W. Browning  
David Hall  
Cristina Carles  
Glicería Magpayo

Executive Officer/Clerk of the Board of Supervisors  
Assistant Clerk of the Board  
Chief Deputy Clerk of the Board  
Board Assistant  
Board Assistant

**LEGISLATIVE SERVICES**

Grace Andoh  
Sara Brown  
Marvice Mazyck  
Sarah Panfil  
Leah Botin  
Kellie Kellogg  
Catherine Santos  
Nancy Vizcarra  
Teresa Zurita

Program Manager  
Supervising Board Assistant  
Supervising Board Assistant  
Supervising Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant

**PUBLIC SERVICES**

Frank Galang  
Divina Francia  
Lixya Preston De Silva  
Alexandra Fialho  
Imee Mones  
Maria Nepomuceno  
Diana Ortiz  
Jocelyn Porter  
Melissa Tibayan

Program Manager  
Supervising Board Assistant  
Supervising Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant  
Board Assistant

**FACILITIES SERVICES**

Sid Alvendia  
James Parks  
Felipe Cunanan  
Ariel De Jesus  
Carlos Hyche  
Darnell Johnson  
John Young  
Raymond Mahler  
Jose Gomez  
Carlos Ruiz

Facilities Superintendent  
Building Maintenance Supervisor  
Building Maintenance Engineer  
Building Maintenance Engineer  
Building Maintenance Engineer  
Building Maintenance Engineer  
Building Maintenance Engineer  
Construction and Services Worker II  
Gardener Supervisor  
Gardener

**BOARD GENERAL OFFICE**

Natalie Clark  
Maria Tiscareño

Chair's Assistant  
Legislative Assistant II

## In Memoriam

The department was deeply saddened by the passing of Remedios "Medy" Raval. Medy joined the department as a Board Assistant in May of 2006 after five years with the Treasurer/Tax Collector. She was primarily responsible for Boards, Commissions and Committees and handled numerous additional tasks in the Public Services Program. Medy passed away on Saturday, November 11, 2006, after a brief bout with cancer. Medy was a joyful light in our organization and will be dearly missed.





**Clerk's Award Recipients****Sid Alvendia****Jim Browning****Cathy Santos****Public Services Program****Quarterly Award Recipients****Lixya Preston de  
Silva****Darnell Johnson****Teresa Zurita****Nancy Vizcarra****Annual Award Recipients****Leah Botin****Cristina Carles****Gliceria Magpayo****Carlos Ruiz****Cathy Santos****Nancy Vizcarra****Melissa Tibayan**  
**2007 Employee of the Year****2006 – 2007 Clerk of the Board Leadership Awards**

Leadership Awards were presented to the following individuals in recognition of their leadership, friendship and support of the mission of the Clerk of the Board of Supervisors:

Lynn Bride  
Greg Cox  
Walter F. Ekard  
Eddie Head  
Bill Horn  
Dr. Malcolm Jack

Dianne Jacob  
Ralph Kebbe  
Sharon Logan  
Helen N. Robbins-Meyer  
Ron Roberts  
Mavette Sadile

Lois Sahyoun  
John Sansone  
Pam Slater-Price  
Gregory J. Smith  
Donald F. Steuer  
Charo Tilaro

## CONCLUSION

The Clerk of the Board Department will continue to seek out opportunities for improvement through the use of the departmental general management system, internal and County-wide customer surveys, our Internet-based customer survey, the County-wide employee satisfaction survey, and feedback from the Board of Supervisors and the people we serve.

We will continue participation and leadership in regional and statewide activities related to Clerk of the Board activities and property management focus.

We will continue to focus on the County Five-year Strategic Plan and initiatives on Kids, the Environment and Safe and Livable Communities.

We are proud of our work as the custodians of the historic County Administration Center. We are pleased to be recognized year after year for providing the highest levels of customer service. It is a privilege and honor to serve the citizens of San Diego County and the Board of Supervisors.

We look back with satisfaction on a legacy of accomplishment and we look forward to overcoming the challenges ahead of us. We will continue to seek ways to make our operations more efficient, we will continue to explore new and creative methods to improve and provide the most cost-effective service delivery to our customers, and we will continue to work hard to perform our tasks in a manner that earns the trust and respect of the people we serve.



THOMAS J. PASTUSZKA

## PROFESSIONAL ACHIEVEMENTS

This fiscal year, the Clerk of the Board was conferred the designation of Certified Municipal Clerk (CMC) by the International Institute of Municipal Clerks. He is also a Certified Clerk of the Board (CCB) by the California Clerk of the Board of Supervisors Association (CCBSA). He has served as President and been honored for his leadership by CCBSA and the San Diego/Imperial County Chapter of the American Society for Public Administration. He is a member of the National Association of Parliamentarians, the California State Association of Parliamentarians and the City Clerks Association of California. He is a licensed Real Estate Broker and a commissioned Notary Public.

This past fiscal year he has made major presentations at conferences of the CCBSA and the California Association of Clerks and Election Officials. Clerk of the Board department programs have been recognized by the National Association of Counties (NACo) Achievement Award as well as receiving honorable mention this year in the Challenge Awards by the California State Association of Counties (CSAC) for the department's New Hire Training and Orientation Program. The department has also garnered recognition for its administration of the County Administration Center by the Save our Heritage Organisation (SOHO), an Orchids Award by the San Diego Architectural Foundation, and Building of the Year Award for Historical Buildings by the San Diego Chapter of the Building Owners and Managers Association (BOMA).



# COUNTY OF SAN DIEGO

## STRATEGIC PLAN FOR 2007-2012

### REQUIRED DISCIPLINES



If the County organization is not solvent, competent, responsive and adaptable, we cannot fulfill our obligations to the citizens we serve. In order to accomplish goals associated with any Strategic Initiative, the County must maintain a high level of operational excellence. This excellence requires that we adhere to eight key disciplines.

**To ensure adherence to key disciplines, the County rigorously tracks performance and risks using a variety of evaluation tools. These tools are part of the Monitoring and Control component of the GMS.**

**Required Disciplines include:**

<b>Fiscal Stability</b>	<b>Maintaining fiscal stability ensures our ability to provide services our customers rely on, in good times and in bad.</b>
<b>Customer Satisfaction</b>	<b>Our customers' satisfaction with the services we provide is a key indicator of our operational performance.</b>
<b>Regional Leadership</b>	<b>Fulfilling our role as a regional leader enables us to forge cooperative partnerships and leverage additional resources for the residents of San Diego County.</b>
<b>Skilled, Competent and Diverse Workforce</b>	<b>A committed, capable, and diverse workforce is what turns plan and resources into achievement and success.</b>
<b>Essential Infrastructure</b>	<b>Providing the essential infrastructure, both physical and cyber, ensures the resources are in place to provide superior service delivery to our citizens.</b>
<b>Accountability/ Transparency</b>	<b>Accountability to ourselves and the public requires that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.</b>
<b>Continuous Improvement</b>	<b>Continuous improvement means ensuring operational efficiency through continuous efforts to improve and innovate thereby maximizing value for our taxpayers.</b>
<b>Information Technology</b>	<b>Using information technology systems as a tool to organize and access tremendous amounts of data to improve operational efficiency, decision making, and service to our customers.</b>





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**Clerk of the Board of Supervisors**  
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